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MIDCAREER COURSE

NO. 97

11 May - 13 June 1986

LEADERSHIP DEVELOPMENT  
OFFICE OF TRAINING AND EDUCATION

ALL STUDENTS AND COURSE DIRECTORS  
HAVE  CLEARANCES

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MIDCAREER COURSE DESIGN

The first two days lay out the themes that constitute the framework of the course. The program starts with an examination of how organizations function. What drives them? How do they relate to their environment? What limits their operations? Are these limitations internal, external, or both? How do all these facets contribute to a culture--the Agency culture?

Having investigated the implicit and explicit forces that drive the Agency, the participants explore the legal, financial, and managerial boundaries within which the Agency operates.

The course then examines the Agency's principal mission: production of intelligence. How is that affected by the boundaries? Coverage ranges from technical and human-source collection to the production and dissemination of finished intelligence. And finally, what is the intelligence contribution to policymaking? Besides its principal mission, CIA plays a secondary role that is unique in the US Government--the conduct of covert action operations to support US foreign policy. These operations and why CIA has such a role are discussed.

Later the focus moves from the structural and technological subsystems to the psychosocial and managerial subsystems: how does the organization respond to individual needs while fulfilling the Agency's mission?

The program concludes with a domestic field trip to civilian and/or military installations to investigate how other large organizations are dealing with organizational problems.

To achieve the course objectives, a variety of methodologies are used. These include meetings with senior officials, formal office presentations, tours, and individual participant presentations. Additionally, interactive and directorate exercises, intelligence problems, and small-group activities enable participants to acquire a comprehensive understanding of the current dynamics of this Agency.

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MIDCAREER COURSE OBJECTIVES

The Midcareer Course began in 1963 with the aim of providing an opportunity for mid-level officers with potential to broaden their professional outlook. As part of your career development, active participation in the course will provide you with an increased understanding of the Agency as a complex organization. This understanding should enable you to execute your current and prospective responsibilities more effectively.

By the end of the course, you will:

1. Understand the dynamic of complex organizations.
2. Understand the opportunities in, but barriers to effective communication in the Agency.
3. Understand how components interact to fulfill the Agency mission.
4. Understand how Agency activities and resource allocation respond to key international issues.
5. Understand the implications of the Midcareer transition.
6. Take advantage of course opportunities for networking.

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